

W1: What is our mission and who do we serve?

Table 1: Pt 1

Free-floating signifiers (words that mean different things to different people)	Does CR play advisory role?	Does CR play “verification” role?
<p>“community”</p> <p>Does it mean just members? Is it broader? Is it entire scholarly community?</p> <p>“Open infrastructure” Does it means “open source?” Does it mean “open operations?” Does it mean promoting “Open Access”</p> <p>“Reuse” “Assess”</p>	<p>Standards (best set of metadata) Workflows</p>	<p>Validation Trustworthiness</p>

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Table 2: Pt 1

Mission statement	Community	Clear language
<p>Persistence missing - critical function that's not mentioned</p> <p>Better to say “effective & efficient” rather than “new and innovative technologies” as an end in themselves.</p>	<p>Who is the community? Who is Crossref for? Statement of purpose is directed to researchers rather than content creators. “Members” and “Community” both used.</p>	<p>Questions about “rally” and “play” and meaning for non-native English speakers and for native speakers (“play” problematic).</p> <p>Issue about R&D - if it's a priority then more resources needed.</p>

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Table 3: Pt 1

What is/isn't clear?	Is Anything Missing?	Is there anything that you would remove
Membership smaller than the community - Who is the community?(definition?)	Vision for the future -expressing an aspiration “Open” -should be applied to geography, communities, metadata, etc Partnerships - Missing mention of persistent identification Research output do we want to define -maybe need strategic ambiguity	The last sentence of the mission -Marmite Role of Crossref as enabler vs the source of everything. Play -replace with something else?? Sounds diminishing

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Table 4: Pt 1

1. Need clarity!	2. Overall OK but...	3. Also OK but...
<p>Assess, reuse, 'better' - what does these mean?</p> <p>Is new technology a goal; shouldn't it be a means to an end?</p> <p>Is 'assess' Similarity Check</p>	<p>'Researcher' is missing</p> <p>We should emphasize infrastructure</p> <p>Community vs, member -</p> <p>'collaborate' should be there</p>	<p>Is the word 'play' the right word? Is the language too playful?</p> <p>Again, what does 'assess' mean?</p> <p>Reuse?</p>

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Table 5: Pt 1

“Assess” has raised questions	Where does Crossref begin and the community end?	Happy with the mission statement.
Uncertainty of what and how is being assessed. Range of opinion on what should be done. Suggestions that we remove altogether or do it more completely.	"Tagging" done by community. Broad community, there was no mention of global.	Maybe Crossref doesn't live up to it? "No change" came up on a few points as did. Also “it should be changed”.

Metavators!

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Table 6: Pt 1

What is or isn't clear?	Anything missing?	Remove
<ul style="list-style-type: none">• Who is the community• Who are members?• Who does Crossref directly benefit/serve - what is 'better'?	<ul style="list-style-type: none">• Data quality & resolution• 'Who' - researchers and the public/society/other infrastructure partners/disciplines• Equity/inclusiveness	<ul style="list-style-type: none">• Do we need 'open infrastructure'?• Remove the word 'play' but not the sentiment/intent• Membership? Are there opportunities that could be constrained by this?

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Table 7: Pt 1

Who is the community?	Persistence	Play
what is the actual community we are try to serve? All of scholarly research is very broad. Do academics know who Crossref is?	persistence of linking is missing from the mission - and this is seen as core to what Crossref is	this implies amusing yourself, throw-away, not serious and not driven by a question. Play trivialises R&D

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Table 8: Pt 1

Mission is vague	Community has changed	Theme 3 title
<p>“Tag” - but Crossref doesn’t, the members do - (rubbish in, rubbish out)</p> <p>Rally, tag, run, play - different meanings in different languages and contexts</p> <p>Play in particular isn’t clear.</p> <p>No vision statement</p> <p>Crossref attitude to science information consumers</p>	<p>“End user” not represented in the mission</p> <p>No longer just publishers</p> <p>But all producers and consumers of information</p>	<p>Description</p>

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Table 9: Pt 1

Dissemination and discovery	More emphasis on sharing	Who are the stakeholders?
Missing from the mission statement.	More emphasis should be put on sharing in the mission statement.	Mission statement mentions the research outputs but not the actors.

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Table 10: Pt 1

Shifting boundaries	Infrastructure is a hairy beast	Collaborating w/ other infrastructure providers
<ul style="list-style-type: none">● Infrastructure means doing stuff under the surface & leaving above the surface work to others.● But, there are other infrastructure providers and boundaries change over time.	<ul style="list-style-type: none">● Seek community definitions of services & infrastructure & keep them under review● PID should remain core● Is the mission about the content & does that make it unique? What about context?	<ul style="list-style-type: none">● E.g. access & ID management orgs● Maybe open science platforms, e.g. European Open Science● Are we assuming collaboration is desirable?● Is value of Crossref to China in particular clear (b/c of their dominance)?

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Table 11: Pt 1

Missing vision	What does “assess” mean?	Prioritisation
We have founding statement but no sense of the long term plan and vision.	What does “assess” mean? Content quality checking? Should Crossref quality check, or is this to allow others to quality check? Or assess academics?	There’s a lot in the mission but with no sense of prioritisation. How does “Play” and “Make” get prioritised amongst the first few?

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Table 1: Pt 2

Lack of diversity	No mention of user-community	Other
<p>Overwhelming US/UK representation</p> <p>Nobody from Asia</p> <p>No representatives from users (libraries, researchers, funders, outside of industry altogether)</p> <p>“Small publishers” are not “smallest.” Reflects that “small publisher” category casts too a broad net.</p>	<p>(libraries, researchers, funders)</p> <p>Need to understand their use-cases and needs better - in turn helps publishers better serve them. For example a “new products/services” committee”</p>	<p>Possibly misleading categorization of publishers. For example, Library”, “university”- when in fact these are just publishing subunits.</p> <p>We were not asked to consider “working groups” - which are separate from formal board and committees, but which are more accessible and which cover a lot more operational activity. They should be promoted as it is largely unknown how they are formed and how they operate. Also -- working groups page has not been updated since January 2017.</p>

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Table 2: Pt 2

Board diversification	Committees & Working Groups	Staff time
<p>Scholarly communications is changing - extending board representation has been positive - e.g. library publishers are important - institution as publisher is a compelling model. Geography - need to look at the person and the organization. Also, age, gender, global north/south. Focusing on specific aspects would be useful.</p>	<p>Missing: metadata consumers not represented - user group or committee or metadata users? E.g. Ludo. Staff talk to users frequently but nothing formal.</p>	<p>Most spent on large publishers - is that appropriate?</p>

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Board Composition	Working/Advisory Groups	New Relationships
<p>Sponsoring Orgs -broaden out/use the structure to support and represent small members.</p> <p>Geographical representation</p> <p>Staff time spent on Lg Pubs -can Crossref scale effectively to support sm pubs</p>	<p>Tension between basic services and innovation.</p> <p>Make membership broader or make activities more narrow</p>	<p>A structured way to formalize partnerships. Core business vs new activities -better explain value added</p>

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What is the future?	Who is the future?	Today, tomorrow, and the day after?
<p data-bbox="67 418 624 642">Need a vision statement - what is the Crossref's vision of the future, so how do we prepare?</p> <p data-bbox="67 713 624 816">How is Crossref talking to users about the future?</p>	<p data-bbox="681 418 1246 762">Emerging types of publishers, universities, library publishers, researchers, funders, sponsored orgs - are they represented? (no)</p>	<p data-bbox="1296 418 1860 702">How much time is spent on today, tomorrow, and the day after tomorrow, and dealing with yesterday?</p>

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Hard to answer the question without articulated vision	Need a better sense of membership.	Connection between board and actual members?
<p>Who sets that? Who is responsible?</p> <p>Should there be a dedicated committee / group? It wasn't clear from the website.</p>	<p>Geography Business models Field</p> <p>Asia is missing (?)</p> <p>Where are the funders? Platform providers? Infrastructure providers? Metadata users?</p>	<p>Not all members know the plans of people on the board.</p> <p>The only visible signals are business models / sectors of members.</p> <p>Don't need a representative, just a clearer way of judging.</p> <p><i>μεταnavators!</i></p>


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Representation/membership	Governance	Future Proofing Working Groups
<ul style="list-style-type: none">• What is the diversity within the current membership (size and type of publisher)? No data on this.• Who are stakeholders/members of the future?• Include Data consumers as well as data creators<ul style="list-style-type: none">○ Researchers (Academies, learned Socs)○ Libraries & Institutions○ Funders	<ul style="list-style-type: none">• Should include consumers as well as creators	<ul style="list-style-type: none">• A 'Futures' WG• Identifying and engaging with Strategic partners & collaborators and looking to the future• Alternative revenue sources (not from content creators but content users)

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Membership growth	tension	Representation
<p>how does Crossref scale as the number of smaller and more diverse members grows?</p> <p>Is the time spent serving large publishers appropriate? Is it a technology issue?</p>		<p>the board is predominantly publishers (except Clarivate), where are the funders, libraries, service providers etc? A membership organisation should represent the membership</p>

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Getting input	Getting out	Bring the move
<p>Committees vs working/advisory groups - should the latter be renamed and opened up to wider community?</p> <p>Committee nomination process should be more clear</p>	<p>Crossref shall be more involved with other groups in every continent and region</p>	<p>One major publisher can move the process on</p> <p>Open call for Committee participation</p> <p>Reducing support by improving technology</p>

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Inclusivity & expansion	Size matters	More emphasis on metadata use/users
<p>Involve other content producers like research institutions, funders, and metadata users.</p> <p>Be more geographically inclusive.</p> <p>HSS needs representing - books</p> <p>New governance change - is revenue really the best split for board? (8 seats reserved for XXL)</p>	<p>Include 'real' small (and sponsored) members more since this group is growing.</p> <p>Every group should be represented fairly on board, not necessarily the case now, for example sponsored members.</p> <p>Noted there is high attention on large members (large volume = large support needs.</p>	<p>Good that there is now no case-by-case opt-out of metadata use anymore.</p> <p>Q: How much effort/time is proactive vs reactive?</p>

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Table 10: Pt 2

Future position: 1. small v large	2. Different member categories	3. Staff time
<p>Definitions & representation</p> <p>One member, one vote?</p> <p>Global north vs. global south (east vs west)</p>	<p>Publishers, funders, libraries, new org types</p> <p>Regional / national / language chapters</p>	<p>Unclear in detail what staff spend time on</p> <p>Less blue, more yellow: Where are efficiencies & move from submission end (after 20 years) to making use easier.</p>

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Membership vs community	Vision and representation	Value of membership
<ul style="list-style-type: none">• What does it mean to be a member? (membership = obligations). No obligations for non-members?• Constraints in being membership org (officially a trade group).• How to balance input from the community and input from the member?• How to balance time spent with each group? How scalable is that? Automation?	<ul style="list-style-type: none">• Need vision to define goals which will define committees and makeup of committees.• No Asia Pac on board.	<ul style="list-style-type: none">• What value do the members feel they get from membership now?• Is this the same as they'll get in the future?